

MADRID

Sunday 21 - Monday 22 January 2018



WHO ARE WE?



A network of people interested in values-based leadership who are seeking to develop and improve leadership competencies in a holistic way both for ourselves and for those with whom we work and coach.
The trip is organised by the Timoney Leadership Institute, an executive education institute

WHAT DO WE DO?

We organise away trips and visits to learn from world-class experts in sporting and academic fields, discussing and sharing the learnings we can take back to apply in our business, sporting and personal lives.



WHAT HAVE WE DONE?

- **February 2015 - 2 day trip to Barcelona**
 - Discussion with Joan Vila, Head of Methodology of Barcelona FC in La Masia youth academy
 - Lecture from Alberto Ribera of IESE Business School on personal leadership.
 - Visit to BRAFA sports school for school children.
- **May 2015 - visit to Nowlan Park, Kilkenny**
 - Attended training session of Kilkenny Senior Hurling team.
 - Discussion with Brian Cody, Kilkenny Hurling Manager
- **December 2015 - identifying and nurturing talent**
 - Tour of **R**acing **C**entre and **A**cademy of **E**ducation
 - Tour of Kildangan Stud & and overview Darly Flying Start leadership programme.
 - Presentation by Marcus O'Sullivan, Olympic and 1500 World Indoor Championship runner and now a head Coach in Villanova University
- **February 2016 - 2 day trip to Munich**
 - Discussion with Matthias Sammer, Sporting Director Bayern Munich
 - Case discussion with Santiago Alvarez de Mon, IESE Business School, on Rafael Nadal and his mindset
 - Visit to Box Company - social initiative to rehabilitate drug users through boxing



WHERE ARE WE GOING IN 2018?





MADRID



**ATLETICO MADRID VS GIRONA
WANDA METROPOLITANO STADIUM**

LEADERSHIP SESSION IN IESE BUSINESS SCHOOL





A close-up portrait of Santiago Alvarez de Mon, a middle-aged man with thinning dark hair, wearing glasses and a maroon polo shirt. He is looking slightly to the right of the camera with a neutral expression. The background is a blurred outdoor setting with a stone wall and a yellow caution tape.

SANTIAGO ALVAREZ DE MON

IESE Business School



D. ALFONSO AGUILÓ
DIRECTOR
COLEGIO TAJAMAR

D. VICENTE DEL BOSQUE
SELECCIONADOR NACIONAL FÚTBOL

D. L. ELEJ...

VISIT TO TAJAMAR SPORTS CLUB & SCHOOL

DETAILS

- **When?**

- Fly out Dublin to Madrid on Sunday morning 21 January 2018
- Stay in hotel in city centre Madrid
- Attend Atletico Madrid soccer match on Sunday evening.
- Visit Atletico Madrid training ground, IESE Business School and Club Deportivo Tajamar
- Shuttled around Madrid by coach
- Fly back Madrid to Dublin Monday evening, 22 January,
- How much? Flights, hotel, coaches, meals, fees etc circa €550 (tbc). Excluding soccer match ticket.
- Travel coordinated by Dempsey Travel, Trim

- **Interested?**

- Contact Timoney Leadership Institute at 01 6760477 / 086 2589955 or email ronanofarrell@timoneyleadership.ie



Anyone with a keen interest in learning is most welcome

– Brian J Farrell
the prime mover

Feedback from the Munich 2016 trip

I wish to acknowledge the warm welcome, friendship and great camaraderie I experienced throughout this wonderful trip to Germany, from start to finish. Joe's fine summary captures the very essence of the lessons learned demonstrating how values-based leadership in any organisation be they public, private, sport or voluntary, is one overarching principle that drives the engine of success for all the right reasons in the many aspects of our lives which can have so many positive influences on the lives of others.

I certainly have taken away very valuable learning, insights and experiences from the organised sessions we had with Santiago, Matthias and the team at the Work and Box Company who are to be lauded for their truly amazing work in rescuing Munich's unwanted and discarded youth. We also can't forget the several informal conversations we had with each other and the equally important learning and knowledge gleaned as a result.

– Barry McPolin, past participant

Review of Munich February 2016

Joe Osborne, MD, Darley, Kildangan Stud

Auto Motives

Our trip to Munich had a similar theme to last year's visit to Barcelona: experiencing value - based leadership and social responsibility through the medium of sport. Like FC Barcelona, Bayern Munich has a decades - long record of excellence and success in German and European soccer. In fact the success is so consistently sustained that the question is not "how did they do that?" but "how do they continue to do that, year in, year out?". It takes a different set of qualities than a transitory amalgam of talent can produce .The profits and the trophies they accumulate could easily lead to complacency and arrogance. Instead their ethos is built on a foundation of humility and skill and those blocks are bonded with the cement of character. Team management philosophy , as espoused by Sporting Director Mathias Sam m er, is to recruit and nurture players with character. That is assessed by looking into their eyes and through that into their hearts for evidence of honesty: Bayern Munich does not retain the selfish or the dishonest no matter how skilful they are .

Sammer knows what it takes to be a success. He grew up in East Germany before reunification and had a stellar career which included a starring role on the East German and German national teams . It can't have been an easy journey originating in an oppressive socialist regime but it has rounded his personality into one of humility and insight.

The counterpoint tour was to the Work and Box Company facility nestled in a residential area on the other side of the city. It is one of several which have been established in Germany to help delinquent youths. It helps through instilling responsibility and discipline to young people whose lives are dominated by aggression, drug addiction and crime; youths who have been expelled from school and who have fallen foul of the law. It's not a safety net and it's not a magic wand.

continued from previous page

Rather it is a last chance for individuals who through circumstances or bad decisions have few - if any - positive options left in their lives. It must be brutally confronting work for the small team who are mentoring the marginalised: encouraging, cajoling and persuading them to focus on learning basic life skills. They teach in a rudimentary classroom, in a cramped workshop and in a spartan boxing ring. The graffiti on the desk tops suggest a latent animosity towards authority. The reports of the instructors are laced with ongoing interaction with parents, police, social workers and employers in their efforts to maintain progress. Their frustrations are palpable but what dominates is their optimism that what they are doing is making a difference one intervention and one life at a time. The analysis of sporting excellence suggests that it is achieved by focussing on each moment in isolation - not what went before or what lies ahead. It comes from character and shared vision. It comes from the building of a team which lives for the magnificence of the process not the margin of the resulting scores.

Those strands combine at Bayern Munich to build a lasting legacy for the club. They combine at Work and Box Company where the wins are fewer, less visible but more worthy. The youths can be disruptive and unappreciative: when they are they are told to leave but unlike players at Bayern Munich they are not transferred or discarded.

Because it is their only viable chance to progress to being a responsible member of society, because their parlous situation in life is understood, and because of the character of their teachers the dismissed students are asked to come back the next day. And when they return they do so with a clean slate and a fresh start – each and every time. That takes humility and skill, it takes insight and empathy, it takes optimism and belief but, most of all, it takes trust.

We came to the city of Munich to see how excellence is sustained but left with a valuable lesson in compassion and forgiveness.

February 2016

Review of Barcelona February 2015

Joe Osborne, MD, Darley, Kildangan Stud

Value and Values

This past weekend I travelled to Barcelona and while I was there I met one of the true heroes of Spanish sport. I latched on to a group of 25 people -- most of whom are involved in coaching sport on a national, county or local level. The two-day itinerary included attendance at the FC Barcelona/Villareal soccer match at the world famous Camp Nou. Much of the two days was spent discussing how split-second subtleties differentiate the elite from the talented; how the little things can make a big difference; how the team is more important than the individual.

Even a soccer agnostic like me could see why Lionel Messi is regarded as the best player in the world. His talent, even alongside a team of gifted teammates, is unique. The next day we were given a tour of the FCB academy where most of this talent is nurtured. Messi was there as was the coach who guided him through the underage teams all the way to his exalted status as FCB's most valuable asset. It was a fascinating insight into a club which is, as they proclaim, "mas que un club" (more than a club). Their playing style is skilful, exuberant and team focussed. Their value system is as much a culture as it is a business. And business it is. Having previously avoided commercial sponsorship they have now embraced it wholeheartedly - no doubt in part to meet the salary demands of their first eleven.

Their academy system has produced an impressive proportion of their squad - as it has for the Spanish national team. That is quite an achievement in scouting, recruiting and developing nascent talent. But we were not told how many filters there are between the pre-teen leagues and the academy gates. There must be many as only a fraction of a fraction of aspiring young soccer players even get a chance to kick a ball on their practice pitches.

continued from previous page

Across the city, at a point where three of the poorest districts meet, is another academy. It is called Brafa www.brafa.org and since it was founded in 1954 it has coached over 15,000 kids from the most disadvantaged areas of the region. It receives no government funding and scrapes by on an annual budget which is probably less than Messi's weekly wage. Brafa uses the medium of sport to teach values such as honesty, integrity and commitment. Skills too but it is more of a safety net than a filter. Some of the children drift off and don't return. A few stay involved from age 5 to age 20 then continue as coaches and mentors.

The true hero is Ignasi Valls who has been director of Brafa for the past twenty years. We, nor he, will ever know the full value of the work he is doing in Artesania in the north east corner of Barcelona. 15,000 lives have been positively influenced thanks to his work and that of his dedicated team. That may be a wasted effort on some, a lasting legacy for others and for many just the planting of some dormant seeds of wisdom which one day will emerge when they are most needed.

Sport, business and life itself segment participants into a pyramid of perceived achievement. The applause and adulation is directed towards those at the top. The true heroes are at the base, quietly ensuring that the foundations are as strong as they can be and fixing those that are broken. They are called preceptors and they instil values by providing support, guidance and example. Their focus is on performance rather than results. The little things they do can make a big difference and their selfless acts can help the most important team of all: society.